

<p style="text-align: center;"><b>SAMPLE PERFORMANCE COUNSELING MEMORANDUM</b></p>
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[NOTE: All letters affecting or proposing disciplinary action should be reviewed by an Employee Relations Specialist prior to issuance. See instructions in Chapter 2 regarding supervisory-maintained personnel records.]

To: Employee X

From : Supervisor

Subject: Performance Counseling

[employee], We have had several discussions during this past appraisal cycle concerning your performance in Critical Result #1 - Computer Support. I have offered several suggestions to you about how to improve your performance in this area, such as using spellcheck, proofreading your work, and using the correspondence manual. To date, you continue to turn in assignments with errors.

As we discussed yesterday, I have scheduled you to attend the "Proofreading for Secretaries" course that is going to be held in Spokane on June 17. If you have other suggestions that will help improve your performance, please do not hesitate to let me know.

To date I have used informal methods to address your performance deficiencies. Unless your performance improved, I will have to rate you as "Results Not Achieved" on Critical Result #1. This will result in the use of a formal performance improvement plan which will provide you with an opportunity and a specific period of time to show that you can perform at the "Results Achieved" level and remain at that level for one year. If you are still not rated as "Results Achieved" at the end of the plan or you do not hold that performance for one year, I would have to take action to reassign you, change you to a lower grade, or remove you.

I am informing you of this so that you realize just how serious this situation is. I am hopeful that you will give some serious thought as to what is preventing you from performing at the "Results Achieved" level and then redouble your efforts to improve your performance. Again, if you have suggestions, I am happy to hear them.

If you have any questions, please feel free to talk to me.

*November 2001*